

PART TWO - EVIDENCE

Information contained within this section of the application form is assessed for the Tilley Awards.

Describe the project in **no more than 4,000 words**. Full details on how to complete this section of the application form is contained within the 2010 Tilley Awards Guidance.

Glossary

ABA – Acceptable Behaviour Agreement
ASB – Anti Social Behaviour
BCSP – Bexley Community Safety Partnership
BIU – Borough Intelligence Unit
CAD - Computer Aided Despatch (calls to police)
Diversions – Scuba Diving courses
EVA – Environmental Visual Audit
L&Q – London and Quadrant Housing Trust
PSP – Problem Solving Process
TP – Test Purchasing Operations of Off licences

SCANNING

East Wickham SNT became aware of complaints from residents in Ridley Rd when officers were approached during routine patrols. Residents complained that nothing was being done to control growing ASB but also said that they had not reported this as they didn't expect any action. Rival gangs of youths would come to Welling looking to fight the local youths and this at times led to large scale disturbances with in some reports in excess of 100 youths running around fighting and damaging property.

In partnership with the Council and social landlords L&Q, Diary Sheets were delivered throughout the estate and a street meeting was convened. These confirmed the level of disorder and identified key times, informing policing deployment. Key individuals were identified and L&Q interviewed specific tenants to remind them of their tenancy obligations to their neighbours. A lively street meeting was held, attended by all partners along with local Councillors, youth workers, around 40 adult residents and about 20 local young people. This meeting had the benefit of helping the young people to understand the views of the older residents and vice versa, allowing both parties to be more tolerant.

Once the issues were identified it was recognised by all partners that the levels of ASB were having a very negative impact on the community who were suffering from this behaviour. The estate historically had a good sense of community with a strong residents association. By 2009 this was non existent; the residents did not spend time in communal areas talking to neighbours. The area was often littered with rubbish and beer cans making the area look less appealing lowering further the sense of community.

Bexley Borough is statistically a very safe borough with one of the lowest crimes rates in London but the fear of crime in Bexley is one of the highest in the

Metropolitan Police District. East Wickham Ward was no exception to this and surveys completed by the partnership showed a high fear of crime especially in the evening and at night which is when these groups loitered on the estate. Public satisfaction and confidence is measured every 3 months by the Metropolitan Police and this area for the year previous had shown a total lack of confidence in both the Police and the Councils ability to solve these issues. Another consequence of this behaviour was that the residents having lost faith and trust in all partners were failing to report issues making the job of evidence and intelligence gathering more difficult.

Following a partnership meeting a community safety survey of the estate was conducted and collated, using survey monkey. This assisted in assessing community's priorities and the times when Policing deployment was most needed. Additional engagement with the local young people helped to identify their fears and concerns.

Information gathered became the focus of regular PSP meetings. Targets were;

- Reduce ASB in the area by 50%.
- Improve confidence in the Police and Council by 60%

Research for the Dispersal Zone gave a baseline of 16 ASB calls to police per week during the period July to September 2009

The main goal of the PSP process was to improve the quality of life for the residents and create long term reductions in Anti Social Behaviour. It was quickly recognised that this could only be achieved by all partners working together in support of each other, and that it would require a comprehensive mixture of enforcement, engagement, education, environmental changes and diversionary activities for young people.

The PSP prioritised the issues raised and listed potential responses. Not all of these proved feasible for costing or logistical reasons. High on the priorities was the removal of the planters at the heart of the estate, especially one which abutted a garden wall, affording access to a private garden. This was not a cheap task and funding had to be sourced from several partners to achieve this.

Issues highlighted at the street meetings and as a result of surveys were then researched by the SNT to confirm the firstly the problem existed and secondly the severity of the problem. This was achieved by intelligence led targeted patrols to key identified areas at times identified through surveys. As predicted large groups of young people were discovered, acting anti socially, creating noise, drinking alcohol and damaging property. The young people found loitering had their details recorded (as required by law) as a matter of course to help create a fuller intelligence background of the problem and how best it can be tackled.

Street Briefing
In Ridley Rd
September 2009

Further research and co
themselves felt at risk fr
own large group for pro



presence was anti-social, even when they were well-behaved, which they were generally not. Conflicting groups from Thamesmead and neighbouring Plumstead posed the greatest threat but the Welling group didn't help itself by winding-up other young people passing through the area by making obscene gestures to those on buses.

ANALYSIS

Once the problem had been confirmed partners started looking into reasons why the problem existed and its causes. An EVA was arranged and attended by all concerned partners. It was quickly apparent that the pedestrian-focussed design of the estate provided an ideal environment for young people to loiter out of sight from the main roads thus avoiding any enforcement action from passing police officers in vehicles. The estate also had many walkways between houses and roads meaning that when police officers did patrol the area on foot it was hard to contain the young people loitering, as they had various routes they would use to run from police. The communal areas also contained raised flowerbeds which were constructed of wooden railway sleepers and were approximately 2ft high making them ideal seats for young people to sit on. These were also used for hiding drugs and alcohol in, on seeing police approach.

The young people-were also asked why they chose to loiter in these areas. All the youths stated that it was because there was nothing else for them to do in the area and they didn't feel safe in other areas such as East Wickham Open Space because gangs of youths from Plumstead use this area. They were questioned as to what activities they would like, the most popular being improvements to the nearby youth club installing a gym/weights room, and catering for different sporting activities other than football.

It was also apparent that there was a problem with disinterested parents who took no responsibility for their children when they were on the estate loitering and made little effort to find their children activities to keep them entertained.

It was necessary to confirm relevant issues and data that needed to be collected to give all partners a greater understanding of the problems and how reductions could be achieved. Further surveys were organised and previous surveys were reviewed to identify issues, locations, key times and resident perceptions. Once all available data had been recorded research then began on the key individuals identified as ring leaders in the group.

Previously this problem had only been addressed by a reactive police approach. Officers from response team would turn up in response to requests from members of the public and would only carry out short term solutions. There was no long term planning to address these issues, which as well as providing a poor service to the suffering residents also impacted on police services elsewhere on the borough, due to officers time being repeatedly spent on these calls.

The core group of youths were identified and engaged in the process. They were able to make suggestions and were consulted on the proposed actions, including the Dispersal Zone powers. They highlighted the need for more youth activities and the need for their protection from other groups.

The group would be tackled through engagement in diversionary activities and through Dispersal powers. The idea of a Dispersal Zone was sold to local young people as a measure to protect them from other groups.

During this early stage, the group was engaged by partners through the use of WorX Bus, a mobile youth project. This was greatly appreciated when deployed on the estate but less popular when located in the nearby Open Space, the partners desired location for the group. Regular contact with local young people was maintained by SNTs and Council staff at the Welling Youth Centre and a Ballot box was used to allow them to report concerns confidentially.

In addition, the group was monitored closely by the SNT and partners on a daily basis. Detached Youth Workers were employed to engage with the group and provide diversionary activities but they failed to engage effectively. They did however collate some valuable information about the origins of the diverse groups of youths using the main shopping centre in Welling.

RESPONSE

Monthly PSP meetings were established, regularly involving; 2 SNTs, Sector Inspector, Council Officers from Community Safety, Parks, Youth Services, Enviro-crime, Licensing and L&Q Housing, local churches and voluntary agencies. As the process evolved so did the number of partners participating in the PSP. A form 302 was created and updated at regular fortnightly meetings between the police and Neighbourhood Services. The form (pictured below in green) was used to record actions and results of the actions helping to keep the process on track ensuring it would achieve its aims. It was recognised that long term solutions were the key to solving this problem.

Environmental changes were needed and quotes to carry out improvement works were obtained totalling thousands of pounds. It was apparent that due to financial constraints within local authorities it would take a while to secure funding. A short term measure was needed whilst the long term plans were put in place. Halloween and Bonfire night were approaching which was historically the busiest time of year for Anti Social Behaviour reports and the residents were very concerned about this.

A street briefing was organised and a local survey/consultation began. 100% of residents and workers questioned were in support of having a Dispersal Zone. Previous Dispersal Zones on the borough were looked at as a guide to applying for this process, we looked at lessons learnt from previous Dispersal Zones. It was apparent that previous Dispersal Zones had been granted but lacked in exit strategies. The Safer Neighbourhood Helpdesk was contacted for advice and guidance but they could not identify examples of good practice.

For a Dispersal Zone to be agreed by the Borough Commander and Leader of the Council, effective measures had to be put in place to show that the problem would not re-emerge when the legal measure expired, or was displaced elsewhere. The 'Exit Strategy' became a major feature of the process with every partner contributing to tackling the problem on different levels.

PSP meetings prioritised, tasked and monitored actions through monthly meetings. Residents were kept informed on progress through 4page newsletters delivered to every door and further street meetings and surveys helped inform the progress of the project. Not every aspect of the Exit strategy was a success. A proposed Youth Shelter had to be dropped as no location could be identified that would be acceptable to both local residents and young people.

Meetings with partners in neighbouring Greenwich enabled concerted responses as some of the youths involved came from nearby Plumstead.

Having secured Dispersal powers, the partners worked together to engage with those youths known to congregate on the estate. Detached Youth Workers were employed to engage with young people in the Dispersal Zone and signpost them into more structured activities.

To resolve the fears of young people that led them to gather in larger numbers, the SNT engaged on a regular basis and provided a confidential reporting system in the local Youth Centre. Intelligence from local youths proved valuable in averting an evening of planned inter-borough disorder. Policing and monitoring resources were deployed to keep groups apart and deprive them of access to public transport to/from nearby areas. As a result, the evening passed without serious incident.

Environmental improvements, including the removal of Planters, made an immediate impact and residents voiced their appreciation at a street meeting. Additional lighting and CCTV was provided by L&Q reinforcing the improvements.

Heightened scrutiny of two local off-licenses, thought to be supplying alcohol to underage youths was put in place. Some of this was overt, including placing a CCTV van directly outside the premises, whilst covert measures such as test purchasing and monitoring were also used. However, no offences were observed through this process. Local residents assert that some young people were 'dropped-off' on their estate by parents, along with a supply of cans of beer and collected later. However no evidence of this was found.

Though the initiative was known locally as the Welling Dispersal Zone, its exit strategy remained the core of the Problem Solving process. Dispersal was seen as a temporary measure to address parts of the problem and change patterns of behaviour. Environmental changes, Diversionary activities and engagement played an equal part in resolving the problem.

Key among these were;

A Halloween excursion provided by the Youth Service, taking most of the core group to Chessington for the evening. Those who went along heard via text that friends who had stayed in Welling had been arrested for disorder. They appreciated the trip.

A Diversion Project training small groups of local youths in SCUBA Diving to a qualified level. This project was provided directly by members of the East Wickham SNT, both qualified diving instructors. 60 young people have benefitted from this training over the past 2 years.

Deployment of additional resources from the WorX Bus and other youth workers maintained contact with the group of young people

The Welling Motorcycle Project, a 12 week training programme provided by Orbit Training and funded by Bexley Council and L&Q. Attendance on this sought-after course was conditional on continued good behaviour both on and away from the course. Participants were drawn from young people known to the Police as well as others who had no history of trouble. This avoided rewarding poor behaviour. Two Off-Road days providing riding experience as

well as Hazard Perception and Theory testing were included in the course which covered basic maintenance and bodywork repairs.



Below is a timeline of the major activities throughout the process

March 2009

Increased high visibility police patrols
Operation Blunt weapons searches in Ridley Road
Multi Agency Street Briefing.

April 2009

EVA completed in Ridley Road and at nearby youth club
Local Satisfaction surveys delivered to residents
Youth diversion schemes were promoted to young people

May 2009

Tasking of council CCTV cameras to observe vulnerable addresses at key times
Deployment of the WorX Bus to the area
Clean up fly-tipped rubbish from alleyways and communal areas
Replacement of broken fencing and walls
TP on nearby off licences
Regular Street surgeries for young people began at Lovel Youth Club.
Graffiti clean up organised
Mobile CCTV van deployed

June 2009

Top 5 ASB perpetrators were identified and action plans created to prevent further offences from these young people
5 Acceptable Behaviour Agreements offered to the top 5 perpetrators
Dairy sheets delivered and encouragement of residents to fill in forms

July 2009

Confidential ballot box placed in youth club for young people to alert police of any known gang activity from neighbouring boroughs without being seen by peers "as a grass" for informing police.

Ward councillors carried out patrols with police so they can witness issues residents face.

Use of Mobile CCTV van at location

Truancy patrols carried out

WorX Bus to area

TP and proxy buying operation

Hand held camcorders deployed with necessary authority.

Survey of residents

August 2009

Diversions scuba diving ran throughout the summer holidays.

Street Dance sessions planned for Lovel Youth Club.

Cannabis factory operation.

Meeting with Greenwich Council to address cross border issue.

September 2009

ABA on newly identified ringleader of the group and diversion to join the ward panel.

Increase in reports of youth ASB

Dispersal Zone application, exit strategy and policing plan completed.

Street Briefing and consultation meetings re dispersal zones

October 2009

Consultation surveys with residents

Consultation meetings with ward councillors, leader of the council, and Borough Commander

Dispersal Zone approved

Trip to Chessington on Halloween for young people.

68 people dispersed in October (8 days only)

November 2009

TP carried out on local off licences

Orbit motorbike project planned, will begin in January,

Music concert at local community centre.

Lighting in Ridley Road reviewed.

95 people dispersed

December 2009

EVA at Alicia house to review security to flats near off licences

Update meeting to review success of Dispersal Zone

53 people dispersed

January 2010

Orbit 12 week motorbike project began

Outreach youth workers deployed

Funding secured for Diversion (scuba diving)

Rubbish removal and estate clean up

48 people dispersed

February 2010

Raised flowerbeds removed

Lighting changed in Ridley Road

Home Office visit to Ridley Road highlighting good practice.
6 people dispersed

March 2010

Low Brick wall removed in Ridley Road
Meeting re installation of CCTV camera
5 people dispersed

April 2010

CCTV camera installed
Outreach youth workers withdrawn as they struggled finding young people to engage.
Dispersal Zone ended
0 dispersals in April.
275 people were dispersed and over 30 people were arrested for breaching directions to leave.

May 2010

Public meeting re end of Dispersal Zone
Orbit Motorbike project ended, staff commented their most successful ever project, will look at setting up a permanent project in Welling.
Residents champion panel created.
Residents champion panel allocate £10,000 funding to Orbit re bike project.

The dispersal process ended in May but the PSP remained open until September to monitor the ASB in the area. The reports of ASB did not return and this process was closed in September 2010, four months after the Dispersal ended and still with a 75% reduction in ASB.

Parts of the 302 planning records showing how tasks were reviewed to ensure that the process was followed coherently ;

Victim/Offender Location	Recommendations (R) Actions Resource Allocation (A)	Owner	Date Raised	Org	Decisions (D) Progress Results (PR)	Success Y/N	Updated by	Review / Complete Date	Status
Location	L&Q, BCSP meeting	280RY	11-Mar-09	SNT	Arrange a Multi agency Street Briefing	Y	April lease and 13RY	12-Mar-09	closed
Offender	Increased high Viz patrols	280RY	13-Mar-09	SNT	Area patrolled every day team working with a Police presence near the location during shift hours	Y	280RY	07-Aug-09	Complete
Location	Cross ward co operation involving neighbouring SNT to monitor local youths and react to situations if local SNT off duty	280RY	26-Mar-09	SNT	Neighbouring SNT to patrol disorder hot spots and monitor situation	Y	April lease and 13RY	12-Jun-09	Complete
Offender	Op Blunt knife search	280RY	18-Mar-09	SNT	Searches conducted with hand held metal detector	Y	280RY	19-Mar-09	closed
Location	Multi Agency Street Briefing with BCSP, L&Q, Ward Councillors and attended by 63 Residents	280RY	24-Mar-09	SNT	Consultation amongst all parties concerned on the way forward. Group discussion between Youths and local residents EVA Proposed and youth Surgeries mentioned.	Y	April lease and 13RY	25-Mar-05	closed
Location	Increased high Viz patrols	280RY	02-Apr-09	SNT	Area patrolled frequently with a Police presence near the location during shift hours	Y	April lease and 13RY	03-Apr-09	Complete
					The venue was looked at for the feasibility of				

	B	C	D	E	F	G	H	I	J	K
151	offender / victim	Scuba course dive-version	SNT	05-Apr-10	SNT	A full 5 day course was organised and run by PCSO Muriel Edwards held at shootershill swimming pool. This has benefitted 5 local youths who have gained there open water referral certificates and it has given them a skill they can use again. More courses are planned to be run throughout the summer.	Y	13RY	09-Apr-10	complete
152	Offender/Location	CCTV Installation discussed	All Partners	09-Apr-10	All Partners	Cameras to be installed in RIDLEY SQUARE	Y	13RY	09-Apr-10	Complete
153	Offender/Location	Motorbike Project	SNT and ORBIT	15-Apr-10	All Partners	Motorbike Project engaging targeted youths in constructive engagement. Working along side detached Youth Workers and ORBIT training. Mark from Orbit said this scheme is still really impressing him and the commitment from the young people on the scheme is the best he has ever had. He is going to look into the possibility of placing a permanent scheme in East Wickham whereby he will train some of the young people to become trainers and run a permanent scheme full time.	Y	13RY	15-Apr-10	complete
154	Offender location	CCTV Installation	L&Q	15-Apr-10	L&Q	Hazel Mcqueeny from L&Q respect team have confirmed that the cctv camera has now been installed in Ridley road and is fully up and running. If we need to view any of the recorded footage we can go through Hazel.	Y	13RY	15-Apr-10	Complete
	Offender/Location	Motorbike Project	SNT and ORBIT	22-Apr-10	All Partners	Motorbike Project engaging targeted youths in constructive engagement. Working along side	Y	13RY	22-Apr-10	Complete

ASSESSMENT

Prior to the end of process a full evaluation was conducted to assess the processes effectiveness. Community satisfaction levels were reviewed throughout the process and by the end of the PSP, satisfaction levels had doubled. Independent confidence surveys had also seen a major improvement across the ward with the area going from low confidence in the police and council to having high confidence in the partnership to resolve their issues. (see pie charts on last page).

Of the 275 people dispersed, and 30 arrests, the majority took place in the first 3 months. By the second half of the Dispersal Zone only 11 people were dispersed showing that the varied tactics chosen by the partnership were having dramatic results. Reports of ASB had decreased by an average of 73.4% over the duration of the Dispersal Zone and further reduced to 87.5% in the first month following the removal of Dispersal powers. These figures were based on a baseline of 16 ASB calls to police per week over the 3 months previous to the start of the dispersal zone, which incorporated the summer holiday period. The process required research to be carried out for the previous three months, hence why research did not cover a longer period of time.

The 12 young people who participated on the motorbike project have not come to police notice since the end of this course. 8 of the young people on the course were identified as regularly coming to police notice and this course was a chance to educate them, working with them to change their views and behaviours. The same results have been demonstrated by Diversions. Over 60 young people have participated in scuba diving courses so far, and this valuable programme is set to continue. This course was created by a PCSO on East Wickham team and has proved very effective at working with young people.

The entire partnership was recognised when in March 2011 and due to the sustained decrease in ASB, all members of the partnership were awarded Borough Commander Commendations. PCSO Edwards who created Diversions has also been nominated for PCSO of the year award and has won the competition for the Metropolitan Police and has now entered the national stages with the award ceremony being held in November 2011.

The Dispersal Zone and PSP as a whole has now been recognised as best-practice for the borough with reports on Bexley Website as a guide for anyone to view. The process was highly commended when visited by senior police officers, members of the local authority and staff from the home office.

The PSP process and the Exit Strategy were living processes which adapted to changes in circumstances. Re-evaluation of aspirations and plans was made at every meeting as resources or logistics played a part in defining what was possible or desirable.

A permanent base was sought to maintain the effective impact of the motorcycle project. Funding was sought from 12 charitable Trusts and local business, without success. A group of local 'Residents Champions' chose to deploy a fund of £10,000 that they had been given to address ASB in their community on a second programme of Motorcycle Training. This was undertaken a year after the Dispersal Zone had ended, continuing the momentum of local youth engagement and building

on the relationships between officers of the Police, Council and L&Q with local youths.

Diary sheets were also delivered throughout the estate repeatedly during the process to derive detailed intelligence about the events experienced by residents and the identity of those involved in ASB. Whilst the information was collated by Council Officers, information was freely shared with police to enable partners to address problems effectively.

Crime-figures, collated by the BIU also provided reassurance that calls to Police reduced steadily over the course of the process and remain 85% less than at their peak during the six months leading-up to the start of the PSP.

By conducting the same survey before, during and after the Dispersal Zone was in place, it was possible to measure the concerns of local residents. Graphs showing 'How Safe' residents felt at each stage are shown below. The sample size decreased as levels of disorder became less common. As far as possible, the same residents were surveyed at each stage (see below).

One year after the removal of the dispersal zone, the area has not seen a resurgence in ASB. There has only been one arrest in the last year relating to ASB. This was for Criminal Damage to a Fence leading to the young person concerned being charged and going to court.

A search of CAD data from the 23/05/10 - 23/05/11 recorded 103 calls to police in relation to rowdy/inconsiderate behaviour. This equates to 1.9 calls per week which is an 88% sustained reduction in calls one year after the removal of the Dispersal Zone.

The aims at the beginning of this process were to reduce ASB reports by 50% and improve public satisfaction and confidence levels in the police and the council by 60%. These aims have clearly been met with the results already demonstrated. This was approved by the ward panel chair of East Wickham and the chair of the Bexley Community Police Engagement Group prior to the process being closed.